TIG Brief

Unleashing the New Expeditionary Aerospace Force

departments

I'm excited about the opportunity to serve as The Inspector General. I say that because I'm convinced the IG function will play an important value-added role in **helping** commanders guide the Air Force through these challenging times of transition as they implement the Expeditionary Aerospace Force concept; find more innovative ways of assessing total force readiness and compliance; reduce overall inspection footprint as recommended by the Blue Ribbon Commission; and gauge the climate in which their people operate.

I emphasize **helping** commanders because I believe everything that IGs do should be aimed at reinforcing command credibility and authority. In short, the IG system is a function or tool of command like any other functional activity, be it somewhat unique. Notably, field IGs work for commanders — not other IGs. This theme should resonate in the guidance and direction that emanates from Air Force level.

Keeping this in mind, I am visiting all major commands first. I want to understand each commander's philosophy of assessment, how **their** IGs are conducting the inspection business and how my staff and I might be able to help them better.

Following the MAJCOM visits, I will get the IGs together to sort out the common threads that apply Air Force wide and bind our multifaceted service together as a team. The challenge — to balance the need for command flexibility and prerogative with the need for common guidelines that make the team, a team.

My initial focus is shaping up along the following lines:
I am working with the Air Staff and major command functional staffs to refine and shore up the Mission Essential Tasks Lists that are supposed to guide the inspection process and link various levels of command. This is proving to be more challenging than originally imagined. Expect progress prior to the next CORONA.

I owe you a report card on the current status of Blue Ribbon Commission recommendations, especially efforts to reduce inspection footprint. IGs must follow up and check our initial vector and stay ready for a mid-course correction if it should arise. Expect feedback in early 1999.

In the area of complaints, continue encouraging use of the chain of command as a first option and be guided by the principle of complaint resolution at the lowest level of command possible. Also, balance the necessity to be fair, thorough and accurate with the need for timeliness. Lingering complaints distract units and individuals from their mission. This is an ongoing effort.

Reinforce training initiatives — inspectors, wing/unit IGs and investigating officers. The payback on this investment comes in terms of better quality work in the field **and** increased credibility. This is also an ongoing effort.

Finally, I must assess the adequacy of our guidance in the field — its scope, breadth and clarity. All IGs must read off the same sheet of music. Expect updates shortly after the first of the year.

In summary, I want the Air Force IG system to be a credible and valuable tool for commanders in assessing mission accomplishment and the environment in which their people operate.

NICHOLAS B. KEHOE
Lieutenant General, USAF
The Inspector General

Our Expeditionary Aerospace Force

Gen. Michael E. Ryan

Airpower, ready for use across the spectrum of crises, has been an indispensable key to securing and ensuring a safer and more stable world. In the next century, aerospace forces will play an even more important role. We in the U.S. Air Force are truly reaching for the future and expanding the capabilities of airpower by transitioning to an Expeditionary Aerospace Force.

Last year, we celebrated the 50th anniversary of the Berlin Airlift. It was classic use of airpower that halted the land blockade of Berlin by the Soviets. American and Allied airlift virtually fed the entire city for almost a year before the Soviets lifted their siege, providing the Allies with a victory in the first strategic confrontation of the Cold War. Following the Berlin Airlift, America embarked on a strategy to contain the communist threat and the Air Force fielded an unprecedented military force that remained watchful and ready in locations around the world. For more than 40 years, we successfully deterred Soviet aggression until ultimately emerging victorious from the Cold War.

Today, the Air Force is no longer a Cold War garrison force focused on containment. We no longer have the massive preplanned bed-down bases with the enormous fixed infrastructure of the past. Now we are faced with more numerous challenges that require the capability for rapid, tailored responses to many regions and many situations, from humanitarian operations to full-scale combat. That paradigm shift demands that we change our mind-set, procedures and, when necessary, our employment structure. After careful study, Air Force senior leaders concluded these changes are indeed necessary and we'll be able to best meet the challenges of the next century as an Expeditionary Aerospace Force. We will adapt procedures to operate as a rapid deployable force that is more capable of exploiting the unique aspects of air and space power: range, speed, flexibility and precision — to the fullest capacity. Success depends on the right combination of capabilities and people who will provide our nation a light and lean force that can be employed quickly in any part of the world.

Photos from the Berlin Airlift. Clockwise: C-47 flies into Berlin, ground controllers direct air traffic and C-47s are unloaded at Tempelhof Air Base.

Being an Expeditionary Aerospace Force is more than just a vision. Our belief has its theoretical basis in documents such as "Joint Vision 2010" and our own vision of "Global Engagement: A Vision for the 21st Century Air Force." It also has a historical basis in our strong expeditionary heritage — in Mexico in 1916; in France during World War I; in North Africa, China and Burma during World War II; and during the Cold War with bomber and fighter reflex operations into Europe and Africa. Airpower has shown time and again that it is naturally suited for the expeditionary role.

The Air Force has made great strides in melding our mobility, combat, space and support forces into Aerospace Expeditionary Forces which can be tailored to meet the specific needs of theater commanders. And we have proven our ability to rapidly deploy AEFs to any part of the globe. With each deployment we continue to get lighter and leaner, utilizing improved global connectivity to increase reach-back capabilities that provide worldwide information and support, in near real time. Now we must develop an organizational structure for employment that will allow the most effective use of our expeditionary capabilities.

Under the new concept, standing AEFs will consist of pre-designated active, guard and reserve forces to include a wide variety of aircraft and support. These AEFs will be able to support the steady state commitments we have today, yet respond to other contingencies. The AEFs will provide the Air Force, the warfighting commanders and the nation three things: 1) known, rapid response capability tailored to support operations across the spectrum of crises; 2) predictability and stability across the force improving morale and retention of high-quality people, and 3) further integration of the special partnership between active, guard and reserve forces.

The United States faces an uncertain and challenging future as we strive to secure global peace and stability. We must be able to rapidly respond to the crises of the future with the necessary forces and innovative operational concepts to ensure our effectiveness.

Whether it is shaping the international environment, responding to humanitarian crises, deterring aggression or engaging in combat operations, the Air Force will be ready — as an Expeditionary Aerospace Force.❖

Michael E. Ryan

Air Force Chief of Staff

EFX Explores Future Expeditionary Aerospace Force Capabilities

Maj. Gen. John W. Hawley

Aerospace Command and
Control Agency commander
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The Expeditionary Aerospace Force provides a light, lean and lethal force prepared for expeditionary operations across the entire range of military operations. The Air Force is developing expeditionary capabilities through 10 Aerospace Expeditionary Forces and through a series of experiments that focus on key Air Force concepts and technologies that support the Air Force Core Competencies and "Joint Vision 2010."

These experiments, the Air Force's Expeditionary Force Experiment, explore future AEF capabilities while rapidly delivering technologies and systems. The tasking message from the Chief of Staff states in part, "As part of the broader effort to exploit the Revolution in Military Affairs, Expeditionary Force Experiment is the Air Force's annual warfighter experiment that demonstrates emerging Air Force capabilities to deploy and employ decisive aerospace power for the joint force commander through an Aerospace Expeditionary Force."

EFX integrates leading edge concepts and technologies with air and space weapons systems and facilitates that integration through the spiral development process. Spiral development ties acquisition, industry,

developers, testers and warfighters (the users) in a cooperative working process designed to rapidly accelerate acquisition, improve weapons systems and explore future warfighting capabilities. Together these processes facilitate the evolution of the EAF with improved joint warfighting capabilities. EFX allows operational experimentation without the fear of failure inherent with a military exercise and integrates people, processes, concepts and technologies into a seamless warfighting whole.

By combining live-fly, simulations and technology insertions in a future warfighting environment, EFX provides an operational climate conducive to exploring new concepts and capabilities. This experimentation process will help achieve the Air Force vision of global engagement in support of the joint vision of full spectrum dominance. This will be achieved through delivering new and/or updated architectures, equipment and software tools for the

warfighter faster than the established way of doing business. EFX also identifies changes in organization, current doctrine, training and education programs, materiel and future leader development.

The concepts and technologies, or "initiatives," assessed during EFX are submitted annually by government agencies and industry. These initiatives are carefully evaluated for feasibility and applicability by a four-tier selection process. The final selection team, comprised of Air Force generals, chooses initiatives from the hundreds submitted each year, based on each year's experimental objectives, hypotheses and associated "Joint Vision 2010" Desired Operational Capabilities.

The EFX '98 objectives listed below were supported by each of the 44 EFX '98 initiatives selected for assessment. In turn, each of the objectives supported the AEF by provid-

ing commanders near-real-time battlespace awareness through enhanced command and control.

Objective 1. Stand up a Joint Air Operations Center - Rear that effectively supports enroute and forward JAOC operations.

Objective 2. Develop an enroute Joint Force Air Component Commander command and control element that provides continual situational awareness and adequate collaborative communications to support decision making while enroute to the area of responsibility.

Objective 3. Stand up a Joint Air Operations Center - Forward with a reduced footprint that effectively supports JFACC command and control.

Objective 4. Investigate enhancements to automated information flow to increase operational responsiveness.

Objective 5. Evaluate AEF capabilities to rapidly deploy and employ decisive aerospace power.

Objective 6. Demonstrate the ability of full spectrum information warfare to be a force multiplier for the Air Expeditionary Force's Wing Commander.

Objective 7. Evaluate the ability of agile combat support to provide comprehensive, end-to-end, support planning through execution.

As we assess EFX '98 and focus on EFX '99 and beyond, there are several observations we'll take with us into future experimentation. First, large scale experimentation works! It's long, hard and challenging but it's the best way to keep us the world's most respected aerospace superpower! Second, we've learned that experimentation needs to be incorporated into the day-to-day Air Force business. Finally, EFX has reinforced once again that people are truly the Air Force's greatest asset. Thousands of Air Force people — active duty, reserve, guard, civilian and contractor — worked long and hard on EFX and are continuing to do so. It is only through them that we'll continue this dynamic process.❖

Proposed EFX 99 Initiatives

Agile Combat Support
Global Awareness
Global Mobility
Force Protection
Experiment Infrastructure
Special Operations Forces
Airborne Operations
Global Grid
Space Operations
Information Operations
Distributed Operations
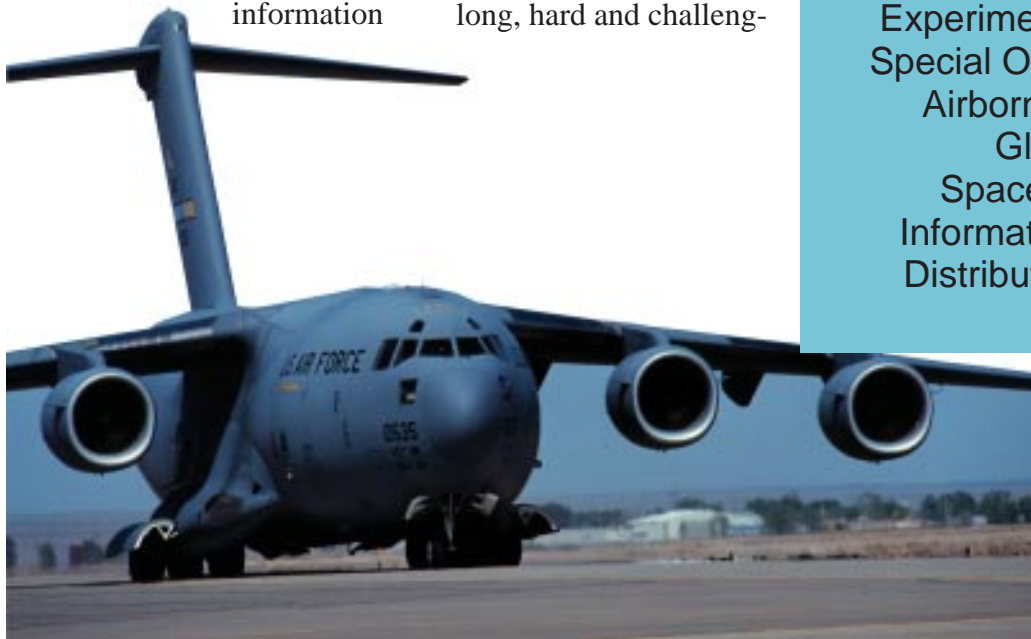
JCALS

Revolutionary Changes for Technical Order Management

Infomation for this article was compiled from the Joint Vision 2010, America's Military: Preparing for Tomorrow and a JCALS briefing, GO22 Transition Status and Update.

Photo by Fernando Serna.

Tired of searching for a system to manipulate the myriad paperwork associated with technical order management? Look no further because the Joint Computer-aided Acquisition and Logistics Support System digital technical order management is here. This digital environment actively supports the implementation of the acquisition and logistics requirements through a system architecture that allows the sharing of logistic technical information among various users. Its integrated approach is designed to meet the challenge of acquiring and sustaining technical orders via state-of-the-art computer technology.

The JCALS strategy is to enable more effective generation, exchange, management and use of digital data supporting defense systems. Using this strategy will enable us to migrate from manual paper-intensive defense system operations to an integrated, highly automated acquisition and support processes.

JCALS is an Instrument to Help Maintainers Migrate to a Digital Environment

This system will be used with three older Air Force Technical Order Systems: Automated Technical Order Management System, Auto-

mated Technical Order System and Air Force Logistics Management of Technical Orders System. JCALS will provide single point access (i.e. one computer terminal) to weapon system data. Air Force personnel will use JCALS to manage, acquire, improve, publish, stock and distribute paper and digital technical orders.

The system is currently fielded at the Air Force Metrology and Calibration facility, all Air Force Material Command Air Logistics and product centers. Deployment and installation of JCALS to operational bases is scheduled for calendar year 1999.

JCALS will primarily be used by TO managers, equipment specialists and TO librarians. At operational locations, JCALS will provide for on-line reference, requisition and identification of deficiencies or improvements, real-time tracking status of technical order processes and authoring local checklists and base supplements.

This new management system will interface with numerous Air Force and Department of Defense Systems. Several of these are digital weapon system TOs and have a unique method of displaying TOs to the field user. These

systems include the F-22 Integrated Maintenance Information System and the Integrated Maintenance Data System. Other interfacing systems are the Joint Engineering Data Management Information and Control System, the Security Assistance Technical Order Distribution System and the Automated Computer Identification Number System.

JCALS is an automated information system that will be deployed to all Air Force bases. It is a major component of the Defense Information Infrastructure and as such will manage and control all of the technical order data for the Air Force and Department of Defense.

Impacts at Operational Level

Once JCALS is installed at the operational level, users can access required data by selecting the JCALS icon on their personal computer desktop. The goal is for easy access of required data at all levels of activity (shop, depot, program office, etc.) through maximum use of existing legacy hardware, such as personal computers. Users will be able to access and view all required TO management data on-line, and when available, digital TOs. While users will be able to print selected items or pages, mass printing of technical data will remain the responsibility of the single managers and will normally be accomplished by the Defense Automated Printing Service.

The current paper-based TO recommended change and improvement process using Air Force Technical Order 22 will be replaced by an electronic process on JCALS. Field users will be able to electronically submit recommendations for changes and improvements to TO management specialists at air logistics centers. Recommendations are then logged into an automated work folder, assigned a control number and forwarded to appropriate reviewers for "just-in-time" updates.

The Bottom Line

The bottom line is that JCALS supports re-engineering, standardization and digitization of TO business processes. It will be a catalyst to help change processes and behavior. It is a capability that encourages "out-of-the-box" process re-engineering and it promotes flexible TO policies that will allow maximum use of JCALS tools and will enhance or streamline methods and procedures used to accomplish the mission. If you are an Air Force technical manual user with a question, contact the appropriate point of contact listed on the Air Force Product Data Systems Modernization Program Office web site. **http://www.pdsm.wpafb.af.mil/index.html**❖

First operational sites

ACC

Langley AFB, Va.
Whiteman AFB, Mo.
Nellis AFB, Nev.
Mountain Home AFB, Idaho
Seymour Johnson AFB, N.C.

AFRC

Homestead ARB, Fla.

ANG

Selfridge ANGB, Mich.
Duluth International Airport, Minn.

AETC

Randolph AFB, Texas

What are the Inspector General Hotline numbers? What's the latest in Operational Readiness Inspection deployed credit? Who's getting it? How do I make an IG complaint? What is a Special Interest Item?

Do you have a question for The Inspector General?

If so, the TIG Brief magazine now offers a forum in which you can "Ask the IG" an anonymous question and read his published answer in a future issue.

"Ask the IG" is not a forum for complaints but rather your opportunity to get TIG's perspective on inspection matters.

Submit your questions in writing to:

Ask the IG
TIG Brief Magazine
9700 G Avenue SE, Suite 378J
Kirtland AFB NM 87124-5670

or E-mail: **tigbrief@kafb.saia.af.mil.**

Editor's Note: All questions, comments or kudos will be considered for publishing. The editor maintains the right not to publish questions and/or comments not suitable for the intended audience.

Command and Control Battlelab Profile

Lt. Col. Ray Santiago
C2B   DSN 579-8258

On July 1, 1997, the U.S. Air Force received the order to stand up six battlelabs with a charter to identify innovative ideas and measure how those ideas contribute to the Air Force mission. The battlelab concept emerged from the Air Force's long-range planning effort and the publication of "Global Engagement: A Vision for the 21st Century Air Force." Battlelabs are small, focused organizations that rely on field innovation to identify potential methods to advance the Air Force's core competencies: Air and Space Superiority, Global Attack, Precision Engagement, Information Superiority, Rapid Global Mobility and Agile Combat Support.

The Command and Control Battlelab is the Air Force focal point studying C2 innovative issues and the impact of new technologies on operations, training and doctrine for command and control. Its mission facilitates rapid insertion of technologies into on-going operations improving the operational effectiveness of C2.

The battlelab consists of personnel with a wide range of Air Force specialties and draws on subject matter experts to assess emerging C2 innovations. Only innovations with the highest payoff to the warfighter are selected to become battlelab initiatives.

The C2 Battlelab is executing initiatives including:

◗ Evaluating the use of web-based technology to allow Joint Air Operations Center members using a standard personal computer to access information anywhere in the world.

◗ Examing a Collaborative Tools initiative to enhance distributed as well as co-located JAOC operations.

◗ Exploring commercial hardware to reduce the JAOC footprint using technologies such as wireless local area networks, portable workstations and flat-panel displays.

In order to continue successful innovation, the C2 Battlelab needs outstanding ideas and suggestions from the field. Submit ideas and suggestions by E-mailing **ideas@c2b.hurlburt.af.mil** or by visiting the C2 web site at **www.c2b.hurlburt.af.mil**.❖

C2 Initiatives

Collaborative Tools
ELVIS
HF Data Messaging
Reduced Hardware Footprint
Speech Recognition
Tactical Sensor Integration Capability

A Battlelab Initiative is a concept or idea that may enhance the way the Air Force applies global air and space power. Ideas may be driven by combat experience, technology or a desire to employ forces more effectively or efficiently. The Battlelab takes these ideas and concepts and attempts to prove their value or worth to the Air Force.

TIG Bits...

Lessons from the

Air Mobility Command

Mobility Best Practice

When it comes to deploying forces, Tanker Airlift Control Element personnel are an integral part of Global Reach lay-down and are typically the first ones sent to set-up the forward operating location. To effectively plan and execute mission support operations, the 440 Airlift Wing developed a superb handbook that incorporates basic mobile command and control information needed to successfully plan and execute deployed operations. It contains deployment checklists; quick reaction checklists; ability to survive and operate information; and aircrew management information. Using this guide significantly decreases reaction times, allows systematic completion of appropriate actions and permits completion of functional area initial actions. TALCE units definitely benefit by having a one-stop shopping repository for critical information and checklists needed to successfully function in the ever-changing mobile command and control environments.

Maj. Kevin Stancik, DSN 576-5313

Air Force Space Command

Communication/Information Warfare

During a recent Operational Readiness Inspection, a wing base communications' center was overwhelmed by real-world message traffic originating from a Pacific-area exercise participant. The wing being inspected was on the exercise address group. The situation nearly became critical, with the message backlog peaking at six hours, before the wing finally addressed the issue. This prevented the timely processing of real world, high-precedence message traffic. Although not an IG-induced exercise, it was a great example of one Information Warfare technique where an enemy might try to overload a unit's information sources and sensors. This may become particularly significant as we transition to the Defense Messaging System. DMS uses existing networks making it a prime target for potential Information Warfare spamming and message bombing attacks.

Senior Master Sgt. Debbie Taylor, DSN 834-4343
Master Sgt. Dave Perl, DSN 834-7491

field

U. S. Air Forces in Europe

Security

The USAFE/IG conducted a command-wide Force Protection Review during the spring of 1998. The review focused on command and control; Anti-Terrorism and Force Protection program management; limited physical security; Explosive Ordnance Disposal and Civil Engineer support; and intelligence and Office of Special Investigations support. EOD and CE are crucial force protection support areas. During the review, the team found viable EOD support at all locations but also noted some EOD flights might be tasked to support too many geographically separated units. Support bases should closely review their taskings to ensure each is practical and within capabilities. Some civil engineers did not include force protection measures in facility design and planning. Future designs should include these measures and civil engineers contacted during the review planned to incorporate them in the future.

Chief Master Sgt. Danny Stover, DSN 480-2370

Air Education and Training Command

Transportation Best Practice

Transportation Combat Readiness and Resources Flight personnel developed a local area network-based International Merchant Purchase Authorization Card Accounting System to track, update and audit daily account balances. This program reduced the processing time for reconciling and reporting purchases from seven days to one. The Logistics Resource Advisor could readily monitor the program without ever having to leave her desk.

Staff Sgt. Duane Germann, DSN 487-2665

Air Force Materiel Command

Acquisition Best Practice

C-17 System Program Office personnel at the Aeronautical Systems Center, Wright-Patterson Air Force Base, Ohio, were faced with continuing field problems as the C-17 entered operational service. Each problem required rapid action to ensure continued strategic airlift support. The C-17 SPO organized a Crisis Management Team consisting of rotating members (weekly, to lessen the burden and spread the experience) from each SPO functional office and key external organizations. An extensive CMT notification network included pagers, cellular phones and home phone numbers, which ensured 24-hour/seven day-a-week availability. No time was wasted assembling or orienting a response team regardless of the situation — the team was in existence and made excellent use of SPO-developed instructions for normal operations and contingency operations processes. Clearly defined roles and responsibilities, as well as flow-charted processes, led to an unambiguous approach to complex problem solving and accelerated the ability of the SPO to address and resolve myriad issues associated with C-17 weapon systems development.

Lt. Col. Kent Shepherd, DSN 986-9419

Air Mobility Command
Post-Attack Reconnaissance

Master Sgt. J.D. Olive
Command EOD Inspector
HQ AMC/IG   DSN 576-2313

Air Mobility Command inspectors have noted several areas of concern in regard to the gathering and reporting of post-attack information during recent operational readiness inspections. The following information is vital in allowing command and control to accurately assess the situation and establish appropriate procedures.

1 Deployed personnel must actively work together to recover from an attack and reposture for subsequent attacks.

2 Timely and accurate reporting of information to include contamination, damage, fire and unexploded ordnance is imperative and is normally reported to the Survival Recovery Center through unit control centers. Additionally, the effectiveness and promptness of post-attack reporting allows leadership to change Mission-Oriented Protective Posture conditions which directly impacts the overall performance of deployed personnel.

3 Designated sweep teams must be trained and equipped to perform the initial post-attack reconnaissance sweeps. Civil Engineer Readiness or Explosive Ordnance Disposal personnel should be involved with this training.

✪ A sweep team's equipment should include, as a minimum, first-aid supplies, standard markers (chemical sticks for night operations) for unexploded ordnance and nuclear biological chemical contamination, flashlights and M8 or M9 paper.

✪ Teams are assigned a specific area of responsibility. Familiarity with this area (prior to an attack) is a must to allow the sweep team to quickly identify changes immediately following an attack.

✪ The physical size of the area and demographics (airfield ramp area vs. high grass) will directly determine the number of required sweep team members.

✪ Sweeps should be conducted systematically to ensure total area coverage. This approach will also limit exposure of personnel to the dangers associated with working with UXOs and or contamination.

Members of a post-attack reconnaissance team.

4 Another area of concern involves radio transmissions in close proximity to UXOs. The safest distance for transmitting on a radio is 25 meters from UXOs. Electronic fuzzing, when damaged, can be very sensitive. An alternate means of transmission (runners) should be established during periods of radio communications failure.

5 Another task is the marking and reporting of suspect chemical contamination. The presence of chemical agents should be verified by using M8 or M9 paper. Properly marking contamination and UXOs will reduce the potential of injury or death to unsuspecting deployed personnel.

Successfully recovering from an airfield attack is paramount to the leadership and actions of post-attack reconnaissance sweep teams.❖

in brief...

SEXUAL HARASSMENT HOTLINE AVAILABLE

A hotline set up to receive questions, concerns or complaints on sexual harassment or discrimination is operated by the Air Force Personnel Center. The numbers are (800) 558-1404, commercial (210) 652-7849 or DSN 487-7849.

Although people should **first use their chain of command**, the hotline offers another channel of communication for those with queries about sexual harassment or discrimination. Hotline personnel forward callers to a social actions counselor who ensures callers understand what avenues are available and that complaints are channeled to the proper authority.

Counselors take calls from 7:30 a.m. to 4:30 p.m. central time, Monday through Friday. After duty hours, voice mail is available for callers to leave messages. Counselors are available for emergencies and the voice mail instructs callers how to reach an after-hours counselor.

RETROACTIVE AVIATION INCENTIVE PAY

A viators due for a boost in incentive pay as a result of the new aviation career incentive pay program will receive their entitlements, retroactive to Oct. 17, 1998. Changes involve amending the pay table to increase flight pay at the 14th year of aviation service and changing the decrease in flight pay from years of commissioned service to years of aviation service.

The new pay scale is depicted in the box below.

INCENTIVE PAY SCALE

Two or less years of aviation service	$125 per month
More than two years	$156 per month
More than three years	$188 per month
More than four years	$206 per month
More than six years	$650 per month
More than 14 years	$840 per month
More than 22 years	$585 per month
More than 23 years	$495 per month
More than 24 years	$385 per month
More than 25 years	$250 per month

(Air Force Print News)

WAPS TESTING CYCLES CHANGE

T he Air Force is reducing the number of days in the Weighted Airman Promotion System testing cycles because of a decrease in the number of people testing for promotion. Beginning with calendar year 1999 testing windows, the number of testing dates available for people competing for staff, technical and master sergeant will be reduced from 75 to 60 days. Promotion selections and release dates will not be affected. The testing dates for calendar year 1999 are 99E6 (technical sergeant) and 99E7 (master sergeant), Jan. 15 through March 15; and 99E5 (staff sergeant), April 1 through May 31.◆

(Air Force Print News)

Fraud in the Air Force

The Air Force Office of Special Investigations investigates all types of fraud cases against the government. Fraud costs the Air Force millions of dollars annually. Most of our fraud investigations are in the procurement area: product substitution, diversion, mischarging, conflicts of interest and bribery. Other types of fraud involve military and civilian members who have been caught cheating the Air Force. In these budget-tightening days, the impact of fraud, waste and abuse is felt throughout the Air Force and we should all accept the responsibility to prevent it at every opportunity.

Mutual command and AFOSI support, coupled with teamwork, are essential for successful prevention, detection and neutralization of fraud. Here are some examples.

Maj. Steve Murray
AFOSI/PA   DSN 857-0989

False Claims

Subject: Department of Defense Contractor

Synopsis: A Department of Defense contractor, performing a demolition contract on a military housing area, failed to remove concrete foundations and attempted to conceal their non-performance. Another contractor discovered the old foundations during construction of the new housing units.

Result: The contractor was found guilty of submitting false claims and was ordered to pay $469,202 in criminal fines and restitution.

False Claims

Subject: Department of Defense Contractor

Synopsis: A Department of Defense contractor provided false Individual Surety Bonds in connection with a construction contract on a military installation. It was determined the contractor did not own the property cited as collateral in the Surety Bonds. The investigation also disclosed the contractor had not paid suppliers for materials consumed during the performance of the contract.

Result: The contractor was found guilty of filing false claims and was ordered to pay $1,531,419 in restitution.

Voluntary Disclosure

Subject: Department of Defense Sub-contractor

Synopsis: A Department of Defense sub-contractor requested and was accepted into the Department of DefenseVoluntary Disclosure Program based on a discovery they failed to disclose information during negotiations with the prime contractor. Subsequent investigation disclosed overcharges on parts and labor rates, as well as computational errors on proposed prices.

Result: The sub-contractor was ordered to pay $424,782 in restitution and civil fines.

Qui Tam

Subject: Department of Defense Top 100 Contractor

Synopsis: A Qui Tam suit filed against a Department of Defense Top 100 Weapons Systems contractor alleged the contractor had falsely certified test results on intrinsical high-technology radar components. The investigation disclosed testing of high-tech radar components was not being done per contract specifications, verifying the allegation made by the relator.

Result: A civil settlement was reached requiring the contractor pay $3,000,000 in restitution. The relator was awarded $600,000 of the settlement amount.❖

Editor's Note: A **Qui Tam** law suit is a suit brought against an individual or corporation, by a private citizen on behalf of the U.S. Government. The **relator** is the private citizen who "relates" information that is the grounds for the law suit.

Summary of Recent Audits

Mr. George Mellis
AFAA/DOO DSN 426-8041

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a listing of recently published reports by contacting Mr. George Mellis at the number listed above, E-mailing to reports@af.pentagon.mil, writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125 or accessing the AFAA home page at **http://www.afaa.hq.af.mil/**.

The Deputy Logistics Group Commander requested an audit of **Hazardous Materials** because of Defense Reutilization and Marketing Service concerns that a high amount of serviceable material was turned in for redistribution or disposal. Hazardous material personnel worked closely with the auditors and were proactive in initiating corrective actions during the audit. During the audit, management implemented controls to prevent the unnecessary turn-in of serviceable hazardous materials. Specifically, management personnel designed a web site to advertise hazardous materials to base users. Prior to turning hazardous materials over to DRMS, supply personnel implemented procedures to identify and contact other authorized users to determine if they could use the product. Furthermore, management personnel established proper accountability for all items, accomplished shelf-life inspections and provided supervisors hazardous communication training. *(Report of Audit WS098038)*

Bombing Range Scheduling and Utilization. AFAA auditors noted that utilization at five ranges in Air Combat Command averaged from 41 to 80 percent of available contracted hours in fiscal year 1997 and the ranges could be more effectively utilized. Audit informed management that eliminating one shift and accommodating night-flying missions using a call-out option at two ranges could save the Air Force approximately $1.55 million over the next five years.

Also, management needed to clarify range utilization scheduling practices and how to determine the most efficient hours. Management agreed to provide the clarification and track the data during fiscal year 1999 to establish a one-year baseline. Further, management will use this data to renegotiate contracts expiring after fiscal year 2000 and examine the feasibility of converting fixed-shift contracts to flexible shifts plus call-out options. *(Report of Audit EL098056)*

Air Force auditors conducting an audit on **Civil Engineering Materials** provided Air Logistics Center personnel recommendations to improve the controls used to manage and account for $7.6 million of material purchased annually. Management implemented corrective action to: (1) require separate individuals to perform physical inventories and process adjustments; (2) remove computer access rights for personnel no longer assigned to base civil engineering; (3) eliminate computer access rights that do not provide proper separation of duties or that allow unnecessary privileges; and (4) implement an effective file maintenance system for material receipt and issue documentation. These procedures should help improve controls needed to ensure inventory accuracy; reduce opportunities for fraud, waste and abuse; protect government property from loss or misuse; and prevent the payment of fraudulent vendor claims. *(Report of Audit DT098014)*◆

Special Interest Items

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What topics are "hot" to Air Force leaders? One way to find out is to look at Air Force level Special Interest Item topics. The SII process is designed to gather data and assess the status of specific programs and conditions in the field for Air Force leadership. SIIs determine the degree of compliance with directives, policies and procedures and are used to gather information on known or suspected problems, identify specific deficiencies or confirm that a problem has been re-solved.

Air Force level SIIs cross major command, Direct Reporting Unit and Field Operating Agency boundaries. Proposed topics may originate at the MAJCOM or air staff level. Topics are submitted in accordance with Air Force Instruction 90-201, *Inspector General Activities*, through the Secretary of the Air Force Inspector General Inquiries Directorate to The Inspector General for approval.

If approved, the Air Force Inspection Agency manages the SII. AFIA will assign a project officer to gather data from the field. The project officer will assess the status of the program or condition in the field, consolidate the data, prepare quarterly reports, as needed, and write a final report to SAF/IG and the SII originator. MAJCOMs, DRUs and FOAs evaluate SIIs during Operational Readiness Inspections and all other inspections throughout the SII's inspection period.

SII inspection periods are *long term* or *short term* depending upon the depending upon the depth and breadth of the topic. *Long term* SIIs, six months to a year, seek feedback on an issue that is pervasive and of major importance Air Force-wide. *Short term* SIIs, three months or less, seek information within a limited scope or analyze issues from a one-time survey. SIIs represent a tried and true method for Air Force leadership and functional authorities to obtain and analyze feedback, facilitate decision-making and make policy revisions accordingly.❖

current air force special interest items

98-003
Dormitory Unit Integrity

Provide feedback on installations use of unit integrity when assigning unaccompanied airmen to permanent party dormitories.

Inspection period:
Sep. 15, 1998 to Sep. 15, 1999

AFIA Project Officer:
Lt. Col. Lemoyne Blackshear
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99-001
Year 2000 Accountability

Provide feedback on the effectiveness of Air Force actions to mitigate Year 2000 challenges.

Inspection period:
Oct. 1, 1998 to Sep. 30, 1999

AFIA Project Officer:
Lt. Col. Lee Thomas
DSN 246-2189
thomasl@kafb.saia.af.mil

99-002
Draining Condensation from C-130 Aircraft Fuel Tanks

Provide feedback on the effectiveness of internal controls on condensation draining in order to prevent fuel system contamination, degraded engine performance and fuel system mishaps.

Inspection period:
Nov. 1, 1998 to Oct. 31, 1999

AFIA Project Officer:
Maj. Stephen Kulifay
DSN 246-1801
kulifays@kafb.saia.af.mil

A listing of all Air Force SIIs with links to additional background information can be found on the AFIA home page at **http://www-afia.saia.mil**.

Mental Health Evaluations

How to Protect Your People, Yourself and the Air Force

Lt. Col. Dick Newsome
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S taff Sgt. Y works in finance. Several times during the last couple of weeks she has shown up for work without bathing or cleaning her clothes. This is very unusual and her friends have told the first sergeant about her bizarre behavior.

Lt. Z is an air traffic controller. During the past few days, he has told several coworkers and fellow officers the dreams he is having about suicide. His stories started shortly after his wife filed for divorce. Lately, the stories have included detailed descriptions about how and when he would complete the act.

People sometimes act in strange, bizarre and even frightening ways. Behavior such as the above scenarios may be the result of immaturity or undue stress. However, when an individual's behavior changes noticeably, becomes bizarre or the person gets into trouble, you, the commander, may consider directing the individual for a mental health evaluation.

As the commander, you have the responsibility to make the determination. The following guidance will help you properly refer an individual for a mental health evaluation.

When considering Staff Sgt. Y or Lt. Z for a Commander Directed Mental Health Evaluation you must first directly consult a mental health provider. This consultation provides you an opportunity to discuss their behavior, your concerns as the commander and possible alternatives for helping Staff Sgt. Y and Lt. Z.

If, after having consulted a mental health provider, you determine an evaluation is necessary for these members, you are required to follow procedures outlined in Department of Defense Directives and Air Force Instructions (see the box below).

While some cases clearly merit a commander directed evaluation, others may not be quite so clear.

Does not bathing or wearing dirty clothes merit a Commander Directed Evaluation for Staff Sgt. Y who works in finance? Or does Staff Sgt. Y simply need to be counseled on hygiene?

Commander Directed Mental Health Evaluations Guidance

Department of Defense Instruction 6490.4, Requirements for Mental Health Evaluations of Members of the Armed Forces, Aug. 28, 1997.

Department of Defense Directives 6490.1, Mental Health Evaluations of Members of the Armed Forces, Oct. 1, 1997.

Air Force Instruction 44-109, Mental Health and Military Law, March 1, 1997.

Note: A Jan. 16, 1998 Air Force Surgeon General and Judge Advocate General coordinated message, Implementation of New Department of Defense on Mental Health Evaluations, emphasizes that Department of Defense Instruction 6490.1 supersedes the current version of Air Force Instruction 44-109.

Is Lt. Z, an air traffic controller, who is having dreams regarding suicide, including detailed descriptions about how and when he would complete the act, in need of immediate attention? In case you think the problem is an emergency, then an immediate evaluation can be accomplished (reference Department of Defense Instruction 6490.4 para 6.1.1.5). In emergency cases, the number one priority is protecting Lt. Z and potential victims from harm. Again, the first step is to make an effort to consult a mental health provider or other privileged healthcare provider if a mental health provider is not readily available, prior to sending Lt. Z for an emergency mental health evaluation.

For non-emergency cases, the quick-reference checklist on this page will guide a commander through the referral process.

A Jan. 16, 1998 Air Force Surgeon General and Judge Advocate General coordinated message states: "The provisions of DoDD 6490.1 do not prohibit individuals in a member's supervisory chain, including commanders, from encouraging the member to voluntarily seek mental health care." The key word here is "encouraging," not "directing."

The message also includes a new policy that should serve to protect both com-manders and Staff Sgt. Y and Lt. Z from possible misperceptions. The message states: "On intake for any mental health evaluation, active duty members must indicate whether they believe they are there voluntarily or if they are there at the direction of their commander." If the Sgt. Y and Lt. Z indicate the latter and the commander has not initiated a Commander Directed evaluation in accordance with DoDD 6490.1 and DoDI 6490.4, the provider must contact the commander to determine if an evaluation was intended. If it was not, Sgt. Y and Lt. Z must be informed by the mental health provider that she or he is not bound in any way to continue with the evaluation. If she or he chooses to proceed, the evaluation may continue on a voluntary basis. If a mental health evaluation was intended, the prescribed process must be followed (refer to guidance listed in the box on the previous page). This interaction must be clearly documented in the mental health record.

You are not alone when deciding to refer Staff Sergeant Y or Lt. Z for a mental health evaluation. Mental health providers and legal officers all have responsibilities to ensure individuals are properly referred. Knowing the guidance and consulting a mental health provider will ensure you protect your people, yourself and the Air Force.❖

Mental Health Referral Process

❏ Become aware of a potential problem.

❏ Gather specific information from supervisors, First Sergeants and others.

❏ Call installation mental health provider for consultation.

❏ Determine CDE is appropriate or not.

❏ Draft letter to member including all required information.

❏ Give letter to member at least two days before scheduled evaluation.

❏ Have member sign letter and take copy to the CDE appointment.

❏ Allow member the option to seek legal advice, get a second evaluation, complain to the IG, communicate with the IG/Member of Congress/attorney/or other authority about the referral as described in the letter mentioned above.

❏ Generate a memorandum to the commanding officer of the Medical Treatment Facility or clinic formally requesting a mental health evaluation of the individual.

❏ [Member is evaluated.]

❏ Receive a written report with the outcome of the evaluation and recommendations.
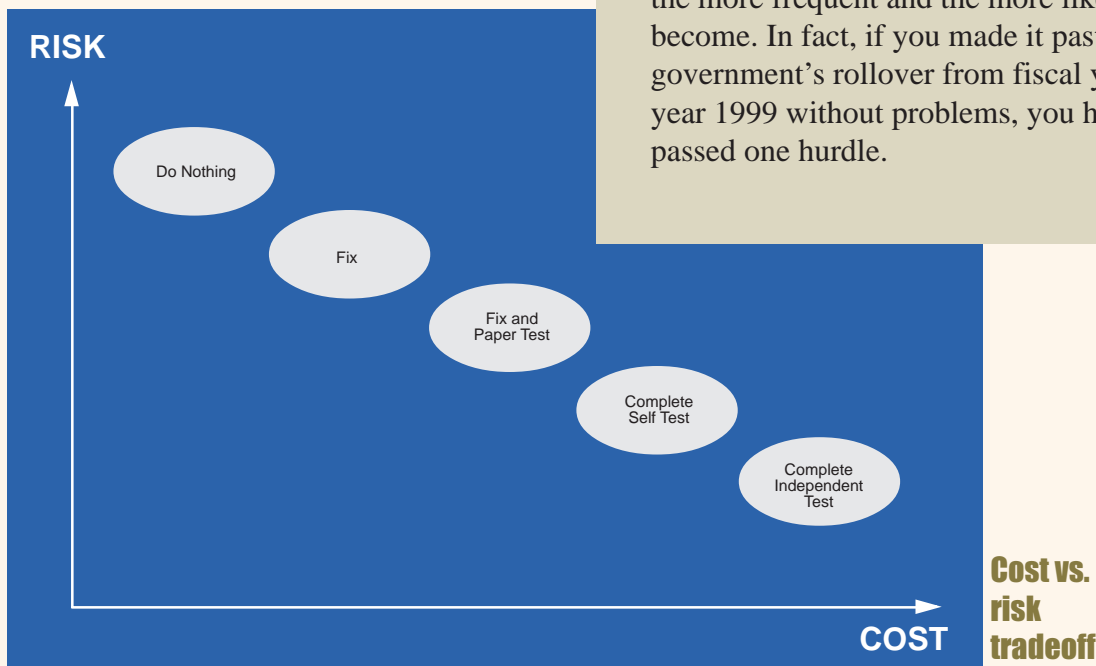
Y2K

It's Closer Than You Think !!

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By now, you've probably heard that some computer systems and even date-cognizant devices and equipment may have problems processing dates during the rollover from 1999 to 2000. But, did you know that the problems (known collectively as the Y2K bug) could affect you as early as Jan. 1, 1999 and that there are several dates throughout 1999 and 2000 that may cause problems?

As we get closer to Jan. 1, 1999 some computer programs (particularly those used for financial planning and personnel issues) will try to access and process dates across the fiscal and calendar century boundary — if they are not Y2K compliant they can generate erratic or irrational results which could corrupt data and impact systems. The closer we get, the more frequent and the more likely problems become. In fact, if you made it past the federal government's rollover from fiscal year 1998 to fiscal year 1999 without problems, you have already passed one hurdle.

RISK

Do Nothing

Fix

Fix and
Paper Test

Complete
Self Test

Complete
Independent
Test

COST

Cost vs.
risk
tradeoff

Perils and Pitfalls

Don't start celebrating yet, there are still lots of bears in the woods. Unless you're a computer programmer or engineer working the details, you probably aren't aware that there are dozens of "other" date-related problems that could affect your system. These problems apply to a variety of systems and equipment from commercial manufacturers. Some of these dates occur before Jan. 1, 2000 and after. The boxed information to the right is a summary of key dates and their related problems as identified in the Sept. 1, 1998 draft of the Department of Defense Y2K Management Plan.

Risk Assessment

How comfortable are you that the engineers and programmers who built your system or electronic device coded all of these dates correctly? The answer to that question depends in large part on how much risk you're willing to take to accomplish your mission. Can you afford to take someone's word for it? What are the consequences for problems with technology? How technology dependent is your operation?

On the High Wire

The figure on the left illustrates the cost vs. risk tradeoff for some things you could or should do to minimize your risk. What you actually decide to do should be a mission-related business decision based on what you can afford to do and how much you can afford to lose. The "do nothing" option says that you have determined the cost of fixing the problem is greater than its impact and that you are willing to "live with it."

The risk is 100 percent — guaranteed to have problems — but it's initially cheap. At the other end of the spectrum is to fix and test everything. Testing systems for Y2K compliance may be as expensive as fixing them, but it provides the greatest level of assurance that a system will actually work. NOTE: Of course there are risks inherent in testing systems. Great care should be taken during test plan development and execution to ensure that damage and errors are not caused as a result of testing.

The Safety Net

As a minimum, each organization should have a Y2K Continuity of Operations plan that identifies actions and work-arounds required to support your critical missions in the event of a worst-case scenario. You may already have disaster preparedness and other types of emergency plans that will give you a good start. The key thing to remember is that the Y2K problem is a "genetic" problem. If a particular program or systems fails due to a Y2K problem, the backup program or spare system of the same design will most likely be impacted by the same problem(s). You may need a completely different process or method of performing the function. You should also be aware that your critical suppliers and customers could be impacted by Y2K problems so you need to identify alternate sources of supply. And to add more comfort, we've done system and interface testing for

years but the operational end-to-end testing while simulating a future environment is new to everyone. So we continue to learn as we go. There is not a cookbook approach.

Where to Get Help

The Air Force Year 2000 Program Management Office at Scott Air Force Base, Ill., has developed guides, checklists and templates for developing Continuity of Operations Plans to help organizations manage the risks of Y2K-related problems. The program office help desk can be contacted at DSN 576-5761, (618) 256-5761 or via E-mail at **afca-afy2k@scott.af.mil**.❖

Jan. 1, 1999. The digits "99" may trigger a red flag, resulting in erroneous branching, or other wise causing a processing error or "time error" faults occur. Also to ensure that Dec. 31, 1998 was calculated as the 365th day of 1998. [Found in Y2K patches in mainframes and elsewhere.]

Fiscal Year 2000. State governments and business use a variety of dates including:
- March 1, 1999
- April 1, 1999
- July 1, 1999 (46 of 50 states)
- Sept. 1, 1999
- Oct. 1, 1999

Aug. 21-22, 1999. Global Positioning System "end of week" rollover.

Sept. 9, 1999. End of File marker. The digits "99" or "999" may trigger a red flag, result in erroneous branching or otherwise cause a processing error.

Dec. 31, 1999. End of file indicator for some old systems.

Jan. 0, 2000. Some spreadsheets and database applications count Jan. 0 as a day before Jan. 1st.

Jan. 1, 2000. Key date in any compliance testing.

Jan. 1, 2000, 12:00 p.m. (noon). Embedded date chip failure has been found.

Jan. 3, 2000. First full work day in the new year.

Jan. 4, 2000. First full work day for those who have Monday, Jan. 3rd as a holiday.

Jan. 10, 2000. First 7 character date in the YYYY/MM/DD format (2000/1/10 or 2000/01/10).

Feb. 28, 2000. Leap year not properly accounted for.

Feb. 29, 2000. Leap year not properly accounted for.

Feb. 30, 2000. Leap year not properly accounted for [found in some PC applications].

Feb. 31, 2000. Leap year not properly accounted for [found in some PC applications].

March 1, 2000. Leap year not properly accounted for .

Oct. 10, 2000. First 8 character date in the YYYY/MM/DD format using a two-digit month (2000/10/10).

Dec. 31, 2000. Leap year not properly accounted for — 366th day of the year.

Jan. 1, 2001. First day in the 21st century.

Feb. 29, 2001. Date should not be processed as a leap year.

Key date summary

the production schedule

1999 Issue	Submissions due
Jan-Feb	Nov. 20, 1998
Mar-Apr	Dec. 18, 1999
May-Jun	Feb. 19, 1999
Jul-Aug	Apr. 23, 1999
Sep-Oct	Jun. 18, 1999
Nov-Dec	Aug. 20, 1999

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